

JEFFERSON COLLEGE

BUDGET

2017-18



**Jefferson College
2017 - 2018 Budget**

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President's Message



May 11, 2017

Board of Trustees
Jefferson College Faculty and Staff

RE: Jefferson College 2018 Budget

Attached you will find the Jefferson College 2018 budget. This has been a challenging budget given the \$640,000 budget withhold for FY 17 and the anticipated \$814,000 reduction for FY 18, as proposed by the Governor, projecting the need to reduce the Annual budget by \$1.5 million dollars. Nonetheless, the budget proposed is a solid and responsible Annual Budget that balances a growing demand for services with stagnant enrollment levels, significantly reduced state funding and a desire to keep costs to students low. Across the institution we have continued to exercise strong fiscal discipline as we balanced revenues against expenses.

A few key points regarding this budget:

- As noted, Fiscal withholds for FY 17 combined with reduced budget projections for the state funding for FY 18 led to a \$1.5 million dollar reduction in the College budget. Long-range prospects regarding state funding continue to be of concern.
- The budget reflects anticipated unrestricted revenue of approximately \$30.0 million and \$17.4 million in restricted revenue, plus an additional \$301,000 used in reserve funds. Anticipated expenditures are \$30.2 million for unrestricted funds and \$17.7 million for restricted funds. The unrestricted fund balance at the end of FY 2018 is expected to be approximately \$4.3 million.
- A tuition increase of \$8 per credit hour has been implemented, raising the cost to \$105.
- An enrollment decline of 1% is budgeted.
- No pay increase for all eligible full-time faculty and staff is budgeted.
- Several non-instructional programs and services have either been eliminated or reduced, resulting in several full and part time staff positions being eliminated.

A special thanks to all the budget officers who worked hard to meet our budget objectives, with special thanks to Vice President Daryl Gehbauer, Vice President Caron Daugherty, Vice President Kimberly Harvey, Controller Richard Hardin and Assistant Controller Kathy Kuhlmann for all their hard work. I think you will agree they have done a good job in a difficult situation.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ray Cummiskey".

Dr. Ray Cummiskey
President

Budget Summaries

**Jefferson College
Fiscal Year 2018
Budget Summary**

All Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Revenues:				
State Aid	\$ 7,557,688	\$ 8,019,583	\$ 8,641,000	\$ 8,443,144
Tuition and fees	12,357,252	11,610,528	11,480,858	12,125,810
Local Taxes	10,238,678	10,422,674	10,438,800	10,420,829
Federal Grant Revenue	1,465,059	1,609,115	1,619,551	1,619,313
State Grant Revenue	2,277,721	2,431,764	2,514,347	2,457,647
Student Aid	10,418,127	9,535,025	8,948,606	9,362,406
Sales & Services	1,114,046	970,052	982,000	1,067,000
Adult Education	197,853	209,498	223,533	227,642
Student Activities	45,734	37,447	49,500	23,800
Organized Activities	65,613	43,856	49,000	50,500
Auxiliary Enterprises	1,049,903	1,041,937	962,200	1,012,200
Interest Income	128,229	256,884	100,870	105,800
Other	2,858,634	3,192,690	3,453,825	5,278,200
Total Revenues	\$ 49,774,537	\$ 49,381,053	\$ 49,464,090	\$ 52,194,291

**Jefferson College
Fiscal Year 2018
Budget Summary**

All Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Expenditures:				
Instructional	\$ 15,240,507	\$ 14,898,624	\$ 16,028,148	\$ 16,038,663
Administration & General	7,480,288	12,022,401	10,601,600	10,298,806
Plant Oper & Maint	3,241,675	3,380,158	6,347,634	9,560,502
Grants & Scholarships	11,808,114	10,743,111	10,318,437	10,379,737
Auxiliary Enterprises	1,138,621	1,120,404	1,102,301	1,159,522
Academic Support	1,401,661	1,375,155	1,300,263	1,226,057
Student Services	4,280,451	4,582,485	4,343,371	4,356,790
Scholarships	1,189,884	1,127,876	1,101,400	1,078,800
Public Service	94,309	205,886	152,473	90,748
Total Expenditures	\$ 45,875,510	\$ 49,456,100	\$ 51,295,627	\$ 54,189,625
Net Revenue Less Expenses	\$ 3,899,027	\$ (75,047)	\$ (1,831,537)	\$ (1,995,334)
Transfers In/Out	(2,240,714)	(3,016,637)	-	-
Net Increase/Decrease for YTD	\$ 1,658,313	\$ (3,091,684)	\$ (1,831,537)	\$ (1,995,334)
* Beginning Net Assets	20,425,677	22,083,990	18,992,306	17,160,769
Ending Net Assets	\$ 22,083,990	\$ 18,992,306	\$ 17,160,769	\$ 15,165,435

* Excludes FY15 adjustment for GASB 68 (\$17,193,304) and FY16 adjustment for GASB 68 (\$1,132,804)

**Jefferson College
Fiscal Year 2018
Budget Summary**

Current Unrestricted Fund

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Revenues:				
State Aid	\$ 7,224,645	\$ 7,607,334	\$ 7,455,000	\$ 6,641,000
Tuition and fees	11,463,343	10,784,627	10,662,100	11,325,810
Local Taxes	7,855,561	7,971,498	7,989,000	7,970,529
Federal Grant Revenue	24,596	22,422	23,500	22,500
State Grant Revenue	505,626	732,409	530,000	530,000
Student Aid	1,042,176	1,200,106	1,251,200	1,400,000
Sales & Services	1,114,046	970,052	982,000	1,067,000
Adult Education	-	-	-	-
Student Activities	-	-	-	-
Organized Activities	6,262	4,083	5,000	5,000
Auxiliary Enterprises	293,098	286,835	237,000	237,000
Interest Income	111,262	115,267	80,000	90,000
Other	461,422	587,570	600,900	558,000
Total Revenues	\$ 30,102,037	\$ 30,282,203	\$ 29,815,700	\$ 29,846,839

**Jefferson College
Fiscal Year 2018
Budget Summary**

Current Unrestricted Fund

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Expenditures:				
Instructional	\$ 13,780,376	\$ 12,819,874	\$ 13,906,852	\$ 13,993,982
Administration & General	4,231,376	8,937,425	5,823,957	5,375,257
Plant Oper & Maint	3,194,359	3,209,094	2,905,282	3,047,358
Grants & Scholarships	1,068,373	1,223,979	1,335,000	1,155,000
Auxiliary Enterprises	453,841	539,829	469,766	483,538
Academic Support	1,257,271	1,280,278	1,214,780	1,226,057
Student Services	3,749,718	3,945,445	3,792,678	3,811,076
Scholarships	1,189,884	1,127,876	1,101,400	1,078,800
Public Service	91,521	205,886	147,428	90,748
Total Expenditures	\$ 29,016,719	\$ 33,289,686	\$ 30,697,143	\$ 30,261,816
Net Revenue Less Expenses	\$ 1,085,318	\$ (3,007,483)	\$ (881,443)	\$ (414,977)
Transfers In/Out	(626,982)	(14,175)	35,003	113,912
Net Increase/Decrease for YTD	\$ 458,336	\$ (3,021,658)	\$ (846,440)	\$ (301,065)
* Beginning Net Assets	8,081,612	8,539,948	5,518,290	4,671,850
Ending Net Assets	\$ 8,539,948	\$ 5,518,290	\$ 4,671,850	\$ 4,370,785

* Excludes FY15 adjustment for GASB 68 (\$17,193,304) and FY16 adjustment for GASB 68 (\$1,132,804)

**Jefferson College
Fiscal Year 2018
Budget Summary**

Current Restricted Fund

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Revenues:				
State Aid	\$ 333,043	\$ 412,249	\$ 1,186,000	\$ 1,802,144
Tuition and fees	-	-	-	-
Local Taxes	-	-	-	-
Federal Grant Revenue	1,391,270	1,496,715	1,506,051	1,596,813
State Grant Revenue	1,772,095	1,699,355	1,984,347	1,927,647
Student Aid	9,375,951	8,334,919	7,697,406	7,962,406
Sales & Services	-	-	-	-
Adult Education	197,853	209,498	223,533	227,642
Student Activities	45,734	37,447	49,500	23,800
Organized Activities	59,351	39,773	44,000	45,500
Auxiliary Enterprises	756,805	755,102	725,200	775,200
Interest Income	26,516	35,017	17,870	13,200
Other	2,372,212	2,541,148	2,852,925	3,049,200
Total Revenues	\$ 16,330,830	\$ 15,561,223	\$ 16,286,832	\$ 17,423,552

**Jefferson College
Fiscal Year 2018
Budget Summary**

Current Restricted Fund

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Expenditures:				
Instructional	\$ 1,288,204	\$ 1,593,793	\$ 2,005,851	\$ 2,044,681
Administration & General	2,386,191	2,419,829	2,836,525	3,034,300
Plant Oper & Maint	17,609	37,841	1,519,000	2,195,144
Grants & Scholarships	10,739,741	9,519,132	8,983,437	9,224,737
Auxiliary Enterprises	659,282	580,148	632,535	640,984
Academic Support	83,743	86,272	85,483	-
Student Services	489,021	527,130	532,693	545,714
Scholarships	-	-	-	-
Public Service	-	-	-	-
Total Expenditures	\$ 15,663,791	\$ 14,764,145	\$ 16,595,524	\$ 17,685,560
Net Revenue Less Expenses	\$ 667,039	\$ 797,078	\$ (308,692)	\$ (262,008)
Transfers In/Out	105,325	(301,216)	504,936	416,223
Net Increase/Decrease for YTD	\$ 772,364	\$ 495,862	\$ 196,244	\$ 154,215
Beginning Net Assets	111,633	883,997	1,379,859	1,576,103
Ending Net Assets	\$ 883,997	\$ 1,379,859	\$ 1,576,103	\$ 1,730,318

**Jefferson College
Fiscal Year 2018
Budget Summary**

Plant Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Revenues:				
State Aid	\$ -	\$ -	\$ -	-
Tuition and fees	893,909	825,901	818,758	800,000
Local Taxes	2,383,117	2,451,176	2,449,800	2,450,300
Federal Grant Revenue	49,193	89,978	90,000	-
State Grant Revenue	-	-	-	-
Student Aid	-	-	-	-
Sales & Services	-	-	-	-
Adult Education	-	-	-	-
Student Activities	-	-	-	-
Organized Activities	-	-	-	-
Auxiliary Enterprises	-	-	-	-
Interest Income	217	420	400	-
Other	25,000	63,972	-	1,671,000
Total Revenues	\$ 3,351,436	\$ 3,431,447	\$ 3,358,958	\$ 4,921,300

**Jefferson College
Fiscal Year 2018
Budget Summary**

Plant Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Expenditures:				
Instructional	\$ 171,927	\$ 484,957	\$ 115,445	\$ -
Administration & General	862,721	665,147	1,941,118	1,889,249
Plant Oper & Maint	29,707	133,223	1,923,352	4,318,000
Grants & Scholarships	-	-	-	-
Auxiliary Enterprises	25,498	427	-	35,000
Academic Support	60,647	8,605	-	-
Student Services	41,712	109,910	18,000	-
Scholarships	-	-	-	-
Public Service	2,788	-	5,045	-
Total Expenditures	\$ 1,195,000	\$ 1,402,269	\$ 4,002,960	\$ 6,242,249
Net Revenue Less Expenses	\$ 2,156,436	\$ 2,029,178	\$ (644,002)	\$ (1,320,949)
Transfers In/Out	(1,731,383)	(2,598,437)	(539,939)	(530,135)
Net Increase/Decrease for YTD	\$ 425,053	\$ (569,259)	\$ (1,183,941)	\$ (1,851,084)
Beginning Net Assets	11,545,023	11,970,076	11,400,817	10,216,876
Ending Net Assets	\$ 11,970,076	\$ 11,400,817	\$ 10,216,876	\$ 8,365,792

Capital Projects

FISCAL 2018 CAPITAL PROJECT SPENDING

	<u>TOTAL</u>
<u>Approved By Strategic Planning Committee</u>	
Nursing Simulation Lab Expansion	\$300,000
Child Development Center Renovation	154,000
Viking Woods Wireless Access	135,000
Field House Locker Remodel	105,000
Fine Arts Theater Seats	85,000
TOTAL STRATEGIC PLANNING COMMITTEE	\$779,000
 <u>Infrastructure Repair/Replacement</u>	
Café HVAC replacement	\$120,000
Childcare Roof, Windows & Flooring Replacement	110,000
Asphalt Repair & Replacement	90,500
Painting Interior Lobbies/Corridors	80,000
Viking Woods-Ongoing Repairs/Upgrades	75,000
JCA Asphalt Repair, Sealant & Stripping	70,000
JCI Repairs, Drain, Carpet, Paint & HVAC	65,000
Seal and Re-Stripe Parking Lots	50,000
Exterior Painting Viking Woods	40,000
Door Replacement - Field House	40,000
Viking Woods Furniture	35,000
Carpet & Tile Replacement	30,000
Viking Woods Fire Alarm Replacement	25,000
Cargo Van	22,000
JCA Interior Painting	20,000
Restroom Upgrades - Countertops, Fixtures & Paint	20,000
Door Replacement - Fine Arts	15,000
Batting Cage Fixtures & LED lights	15,000
Scissor Lift	15,000
Grease Trap Replacement	10,000
CTE Doors and HVAC	10,000
Air Balancing of buildings	10,000
Asphalt/concrete Pile Removal	10,000
Landscape Refresh	10,000
Floor Buffers & Scrubbers	10,000
LED bulb Parking Lot Replacement	10,000
Men's Urinals and Toilet Replacement	10,000
TOTAL INFRASTRUCTURE REPAIR	\$1,017,500
 <u>Annual Replacement Capital</u>	
Annual Computer Replacement	\$350,000
Security Upgrades	200,000
Technology Upgrades	150,000
Strategic Planning on Line	25,000
TOTAL REPLACEMENT CAPITAL	\$725,000

FISCAL 2018 CAPITAL PROJECT SPENDING (continued)

Carryover Projects (Approved in FY 2017, to be Completed in FY 2018)

FA Theater Stage Lift & Flooring	\$100,000
Automotive Tech Remodel - Building	70,000
Imperial Roof Repair	50,000
TOTAL CARRYOVER	\$220,000

Library/Window Renovation Project (1)

Library Renovation	\$3,883,144
Window Replacement	\$245,000
TOTAL LIBRARY/WINDOW RENOVATION	\$4,128,144

Student Center Window Replacement (2)

Window Replacement	\$155,000
TOTAL STUDENT CENTER WINDOW REPLACEMENT	\$155,000

TOTAL CAPITAL PROJECTS FY2018	<u>\$7,024,644</u>
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- (1) Additional funding in process through the JC Foundation (\$1,500,000), House Bill 19 Grant (\$1,314,144) and the Jefferson Memorial Community Fund (\$150,000)
- (2) 100% Funded by House Bill 19 Grant

Other Funds

**Jefferson College
Fiscal Year 2018
Budget Summary**

Other Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Revenues:				
State Aid	\$ -	\$ -	\$ -	\$ -
Tuition and fees	-	-	-	-
Local Taxes	-	-	-	-
Federal Grant Revenue	-	-	-	-
State Grant Revenue	-	-	-	-
Student Aid	-	-	-	-
Sales & Services	-	-	-	-
Adult Education	-	-	-	-
Student Activities	-	-	-	-
Organized Activities	-	-	-	-
Auxiliary Enterprises	-	-	-	-
Interest Income	(9,766)	106,180	2,600	2,600
Other	-	-	-	-
Total Revenues	\$ (9,766)	\$ 106,180	\$ 2,600	\$ 2,600

**Jefferson College
Fiscal Year 2018
Budget Summary**

Other Funds

	2015 Actuals	2016 Actuals	2017 Projected	2018 Budget
Expenditures:				
Instructional	\$ -	\$ -	\$ -	\$ -
Administration & General	-	-	-	-
Plant Oper & Maint	-	-	-	-
Grants & Scholarships	-	-	-	-
Auxiliary Enterprises	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Scholarships	-	-	-	-
Public Service	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Net Revenue Less Expenses	\$ (9,766)	\$ 106,180	\$ 2,600	\$ 2,600
Transfers In/Out	12,326	(102,809)	-	-
Net Increase/Decrease for YTD	\$ 2,560	\$ 3,371	\$ 2,600	\$ 2,600
Beginning Net Assets	687,409	689,969	693,340	695,940
Ending Net Assets	\$ 689,969	\$ 693,340	\$ 695,940	\$ 698,540

Budget Narratives

Office of the Vice President of Instruction

Arts & Science Education Division

FY 2017 Highlights:

- Received Curriculum Committee and MDHE approval of Associate of Fine Arts (AFA) degree in Art.
- Received MDHE approval of Associate of Science (AS) in Engineering Technology degree.
- Collaborated with Director of Learning Services to redesign the JC developmental education program (reading, math, and English coursework) and created the Accelerated Learning Lab (ALL) for lower-level remediation.
- Implemented pilot online AA/42 credit hour general education block dual enrollment/dual credit partnership program agreement with De Soto High School.
- Implemented first cohort of JC STEM Academy and first year summer STEM Camp for middle school students.
- Graduated the second and implemented the third cohort of students in the C.A.P. program.
- Filled two vacant Social Science & Business and Math & Science Division Chairs' positions.
- Filled a vacant Assistant to the Dean of Arts and Science Education position.
- Filled a full-time, tenure-track Psychology faculty position.
- Filled a vacant full-time Biology and Physics Lab Instructors' positions.
- Developed Business Statistics (BUS168), online Terrorism (CRJ135), Introductory Statistics (MTH132), General Physics I (PHY223) General Physics II (PHY224), Business and Professional Ethics (PHL204) courses.
- Fully scaled/implemented co-requisite (ALP) model for English remediation.
- Offered HPE230 Tournament and Event Management (HPE230) and Missouri History (HST240) courses for the first time in several years.
- Opened additional sections for the STEM Academy and C.A.P programs.
- Participated in the installation of the Fine Arts theater lighting and orchestra pit capital projects.
- Replaced all computers in Art Department Mac Lab.

FY 2018 Plans:

- Implement AFA degree program (pending HLC and Department of Education approvals).
- Implement an AS in Engineering Technology degree (pending Department of Education approval).
- Graduate the third and implement the fourth cohort of the C.A.P. program.
- Graduate the first cohort and implement the second cohort of the STEM Academy. Open additional sections of courses for second cohort of the STEM Academy.
- Fill vacant full-time, tenure-track Mathematics, Music and Biology faculty positions.

Arts & Science Education Division (Continued)

- Develop an online AA/42 credit hour general education block dual enrollment/dual credit partnership agreement with Hillsboro and Jefferson R-VII High Schools.
- Participate in the installation of the Fine Art theater seating and Fine Arts building elevator capital projects.
- Develop Landscape Painting (ART143), History of Photography (ART180), Studio Practices (ART290), Foundations of English Composition (ENG099), Poems and their Makers (ENG255), Cultural Anthropology (SOC115) and Elementary Algebra (MTH084) courses.
- Develop additional co-requisite math courses and revised existing math courses, pending results from MDHE taskforces.
- Eliminate History and Psychology tutoring due to low usage and availability of peer tutoring.

Career & Technical Education Division

FY 2017 Highlights:

- Achieved full accreditation for Health Information Technology and Law Enforcement Academy programs.
- Conducted accreditation self-studies and site visits for Automotive Technology (NATEF); Veterinary Technology (AVMA); Paramedic (CoAEMSP); awaiting notice of accreditation/re-accreditation.
- Received a grant from the MO Division of Fire Safety to deliver Fire Science Technology Fall 2016 coursework to a cohort of 17 students.
- Coordinated scholarship opportunities from Jefferson Memorial Community Foundation and Saint Anthony's Hospital Foundation for students enrolled in a health occupation program at the College.
- Developed custom features for the Student Success Plan/Personal Resource and Education Plan system used by MoSTEMWINs grant staff and participants.
- Created and implemented transition plan for former ITT nursing students when their school abruptly closed.
- Implemented technology upgrades at JCI for video recording technology used by EMT/Paramedic and LEA students for skills and simulation training.
- Coordinated and hosted Jefferson County Manufacturing Day in October, successfully engaging 200 high school students in manufacturing, with twelve local companies providing demonstrations, experts, and/or company tours to increase awareness and interest in manufacturing careers.
- Directed and coordinated the JC-U initiative which provides continuing education transcript/tracking services for Jefferson College faculty/staff professional development.
- Received the 2016 Governor's Innovative Industry Training Award for the Missouri Works Customized Training project featuring basic/advanced mechanical training in the hiring and training of new maintainers for their large scale plant expansion initiative. The Metal Container project also received a 2017 St. Louis Chamber Arcus Finalist Award.
- Developed partnership with the Jefferson County Economic Development Corporation (EDC) to provide small business development services at JCA 325 Innovation Center.
- Received approval by the Jefferson County Code Enforcement Office and the St. Louis County Code Enforcement Office for contractor professional development and plumbing contractor professional development courses.
- Developed successful \$50,000 Apprenticeship USA grant application (DWD) for pre-apprenticeship manufacturing technician programs for LMC (Tool & Die Maker Apprenticeship) and Koller (Mold Maintenance & Repair Apprenticeship).
- Increased ATS enrollment by 18%.
- Initiated a revised application/enrollment process for the ATS with input from sending high schools and superintendents.

Career & Technical Education Division (Continued)

- Completed the Area Technical School Improvement Plan (ATSIP) 1.0 and began the second tier of implementation with ATSIP 2.0 which creates a 3-year plan for continued improvement of the Area Technical School.
- Initiated a Career Navigation Planning Component in the ATS Applied Communications Curriculum.
- Initiated the Career Connections Curriculum and Industry Recognized Credentials (IRC) Standards in Residential and Advance Carpentry. Career Connections I, II, and III are the initial Technical Skills Assessments (TSAs) of the United Brotherhood of Carpenters training and education program.
- Initiated Missouri Department of Elementary and Secondary Education (DESE) IRC testing in all ATS programs.
- Worked with Jefferson College ATS Consortium Superintendents to analyze and establish tuition rates in an equitable tuition structure, as requested by the sending school districts.

FY 2018 Plans:

- Complete required teaching and reporting for discontinued programs in Electronics Technology, Biomedical Electronics Technician, and college-level Fire Science Technology.
- Expand AAS in Applied Technology Program to include Fire Science Technology program and others as necessary to meet student needs.
- Complete all associated requirements for MoSTEMWINs TAACCCT grant as required by US Department of Labor as grant comes to end December 31, 2017.
- Complete approved capital project for Nursing Simulation Lab expansion and relocation of CTE student commons area.
- Submit capital project proposal for "Living Lab" for Heating, Refrigeration, and Air Conditioning Technology Program.
- Develop a high-school level Allied Health Academy (Health Occupations Academy) to better prepare students for direct entry from high school into a Health Occupation Program.
- Direct and coordinate the move of the Business & Workforce Development department to JCA.
- Expand Missouri Works Customized Training Program clients, workforce development courses, and fast track job training.
- Implement Apprenticeship USA grant in creating two DOL approved company apprenticeship programs (LMC, Koller).
- Reorganize ATS staff positions to create a Career Placement and Assessment Coordinator placing emphasis on assessment for learning, data analyses, and development of Work-Based Apprenticeships, IRC results improvement, and placement of graduates in positions related to ATS training.
- Streamline ATS student special services coordination and improve career education preparation opportunities.
- Initiate a new ATS Advisory Council containing representatives from all 12 sending schools which will meet quarterly to discuss programming, procedures, and curriculum.

Learning Services

The Learning Center department is comprised of the Learning Center, the Testing Center, Disability Support Services, the Peer Tutoring program and the Adult Education and Literacy program. The Learning Center offered six developmental courses designed to provide students with strong foundational skills, which will allow them to succeed in future college courses. The Testing Center offers test administration services for students as well as outside entities. Disability Support Services ensures students with documented disabilities an avenue to access all college programs, facilities and services. The Peer Tutoring program offers academic support to students who wish to enhance their learning outside the classroom experience. The Adult Education and Literacy (AEL) program provides the opportunity for adults to improve their basic skills, study for the High School Equivalency (HSE)/HiSet test, and enhance their workforce and college readiness skills.

FY 2017 Highlights:

- Implemented Accuplacer placement testing with the sunset of Compass in November 2016. Remote Accuplacer placement testing began this year at area high schools where we have MOU agreements with ten area high schools.
- Implemented ETS Success Navigator assessment of non-cognitive skills as a multiple measure of placement testing.
- Relocated the Testing Center temporarily and Disability Support Services, Learning Center and office staff permanently to the Tech Center in anticipation of the library remodeling project.
- Implemented a Learning Center program to provide reading instructional services to ATS students.
- Redesigned the current Learning Center model for FY18. Result was the ALL – Accelerated Learning Lab will provide placement testing preparation, academic support for students in developmental courses, mentoring, summer bridge programs, ATS reading tutoring, and tutoring for students with disabilities.
- Collaborated with the Online and Educational Technology department to review and update course accessibility by implementing closed captioning on locally created videos used in courses.
- Implemented Kurzweil assistive technology product for Accuplacer placement testing accessibility.
- Participated in DESE's pilot project to hire Case Manager to assist with AEL students transitioning to post-secondary and/or employment.
- Partnered with the Fox C-6 school district to offer an English Language Learner (ELL) class for the parents of ELL students in the district.

Learning Services (Continued)

FY 2018 Plans:

- Implement the next phase of college placement testing. Evaluate Accuplacer Next Gen version as well as other methods of course placement.
- Achieve College Reading & Learning Association (CRLA) certification of the Peer Tutoring program.
- Relocate the Testing Center back to the remodeled Library building and the ALL (Accelerated Learning Lab) back to the present temporary Testing Center location in the Technology Center.
- Implement the ALL (Accelerated Learning Lab) services beginning Summer 2017 and offer two ALL summer bridge programs: JC Advance Camp I & II.
- Continue collaboration between Disability Support Services and the Online and Educational Technology department to review and update course accessibility by implementing closed captioning on locally created videos used in courses.
- Increase the number of Adult Education and Literacy partnerships with the K-12 schools to offer English Language Learner (ELL) classes for the parents of ELL students.

Library Services

The Jefferson College Library continued to provide core academic support for student learning while simultaneously planning and executing the move of staff and collections out of the existing library building in FY2017. Next year will see the reopening of a remodeled Library building on the Hillsboro campus and the discontinuance of the Arnold satellite library.

FY 2017 Highlights:

- Taught over 2,500 students in bibliographic instructions sessions.
- Planned and executed staff and collections moves from the library building.
- Prepared over 100,000 items moved to temporary storage on and off campus. Materials were identified, records were updated, items were tagged, and library staff assisted with packing and moving.
- Deselected over 10,000 items from the collection and appropriately discarded through sale, donation, or recycling.
- Developed and submitted a proposal for temporary Federal Depository Library access to the Government Publishing Office.
- Coordinated with MOBIUS consortium office to ensure smooth transition of electronic records during relocation move.
- Assisted with fund raising and advocacy efforts by giving tours, creating displays, staffing informational tables, giving presentations and assisting with the creation of the Case Statement and other promotional items.
- Hosted several events to support the College's mission. Hosted presentations on the 2017 Eclipse, the Syrian Refugee crisis, the Osage removal in Missouri, and the Local Records Project documents from the Jefferson County History Center.

FY 2018 Plans:

- Assist with promotional and marketing efforts surrounding the Library renovation. Create digital and printed materials, give presentations and tours, craft displays and continue advocacy efforts.
- Organize the new library back into working order and assist patrons with way finding. Develop and test new procedures and provide services for an anticipated increase in requests from library patrons.
- Continue a full membership in MOREnet which will allow for fewer adjustments to database offerings because of the subsidy this membership provides for databases.
- Complete an assessment of library space utilization in the second half of FY18.
- Assess the learning outcomes for the Co-Curricular Critical Thinking Objective.

Online Education & Assessment

FY 2017 Highlights:

- Worked with the Assessment Committee and the Co-curricular Subcommittee to develop institutional co-curricular outcomes. Implemented an affinity survey to rank the outcomes. Mapped Jefferson College service departments to the outcomes and provided training on developing measureable objectives and assessment plans for departments mapped to Critical Thinking and Communication.
- Supported and coordinated several staff development efforts including faculty certification for online teaching, JC101: Foundations for Adjunct instruction, Adjunct Professional Development Seminar in August 2016, Dual Credit Faculty Training in March 2017, Co-curricular Assessment Training and various CTL events and in-service events.
- Participated in the implementation of 2 synchronous hybrid classes targeted to homeschool students.
- Participated in a gap analysis of the strategic plan.
- Coordinated demonstrations, reviewed and submitted budget proposal for Strategic Planning Online (SPOL).
- Completed a draft of the Criteria 5 for the HLC Assurance Report.
- Piloted 3Play Media for captioning video content for online and face-to-face classes.
- Began work on the revision of the Assessment Handbook.

FY 2018 Plans:

- Continue growth in dual enrollment offerings with 42 hour online courses.
- Look for opportunities for better transfer and articulation for online students and SEMO.
- Complete the assessment handbook.
- Begin implementation of SPOL.
- Begin implementation of co-curricular programs for Communication and Critical thinking. Begin the development of objectives and assessment plan for three additional outcomes.
- Collaborate with the Marketing department to better promote the online degrees at Jefferson College.

Office of the Vice President of Student Services

Student Services

The Student Services division at Jefferson College includes the following areas: Admissions, Advising, Athletics, Child Development Center, Counseling, Enrollment Management, Financial Aid, Housing, Institutional Research, Outreach, Registration, Retention, Student Conduct, Student Development, Student Records, and Student Support Services. Student Services has continued to review and refine all service areas to ensure efficient and effective operations while maintaining our student-centered focus.

FY 2017 Highlights:

- Implemented the Ad Astra, course scheduling analytics software, to increase course scheduling efficiency.
- Converted from paper to electronic College Catalog only.
- Developed a 10-year maintenance plan for Viking Woods.
- Implemented athletic fundraising to supplement departmental budgets.
- Increased targeted recruitment efforts.
- Continued loan default prevention efforts which have lowered Jefferson's loan default rate from 22.5% to 17.3%.
- Analyzed and reduced FY17 operating budgets which resulted in cost savings of over \$105,000.

FY 2018 Plans:

- Convert the Student Handbook and graduation application from paper to electronic format.
- Participate in the renovations of the Child Development Center and Field House locker rooms capital projects.
- Research and procure more cost effective athletics transportation methods for shorter travel.
- Participate in the renovation of an additional ADA accessible apartment in Viking Woods.
- Continue the Field House pool operations in-house or through a community partnership.
- Manage operating budgets with \$185,000 of reductions in FY18.

Office of the President

Human Resources

Human Resources has primary responsibility for administering the hiring and promotional process for staff, employee relations, compensation/ benefits administration, job evaluations, performance appraisals, employee professional development and training, personnel policies and procedures, workforce diversity, and compliance with federal and state labor laws. This department is also responsible for providing employees with health and wellness opportunities through the Wellness Program and Employee Assistance Program. Additionally, Human Resources strives to keep abreast of current HR trends and regulations and continually monitors practices to improve effectiveness and provide quality service.

FY 2017 Highlights:

- Implemented an Early Retirement Incentive Program and recruited/hired the largest number of full-time employees during any fiscal year.
- Continued the coordination of the classification and compensation study.
- Selected new insurance carriers and implemented the online benefits enrollment program.
- Continued to work with the administration, Employee Support Committee, and a newly formed Task Force to develop strategies to address employee morale.
- Coordinated the development and implementation of a new Management Development Series.

FY 2018 Plans:

- Develop and implement orientation processes (onboarding) for new employees as well as develop refresher sessions for current employees.
- Implement new document imaging software.
- Complete the classification and compensation study and develop plans to implement recommendations.
- Develop and implement Phase II of the Leadership Academy.

Marketing and Public Relations/Graphics/JCTV-AV

Comprised of three interrelated, but distinct, areas of focus, the department leads the College's overall marketing, public relations, graphics/publications, website/social media, and JCTV/audio-video efforts while providing the highest level of service regarding numerous support requests from other college divisions and departments.

FY 2017 Highlights:

- Won nine Medallion Awards from the National Council for Marketing and Public Relations for departmental excellence.
- Produced a multitude of program and marketing pieces such as enrollment/registration ads and materials, high school targeted postcards, PACE series booklets and programs, 9-11 Never Forget Mobile Exhibit, Jazz & Jeans materials, Viking Golf Classic materials, Wellness Program promotional materials/announcements, and other numerous brochures, flyers, posters.
- Produced over 130 videos for web/social media and JCTV viewing. This includes promotional ads, commencement ceremonies, special/athletics/PACE events, classroom/instructional lectures, student productions, and personnel-related programming (Budget Forum, Town Hall, Strategic Planning Capital Project presentations, "On the Hot Seat," etc.).
- Increased College's engagement and outreach via social media presence on Facebook, Twitter, Instagram, and LinkedIn.
- Coordinated media relations and publicity regarding numerous institutional events and issues, including regional TV/print coverage for 9-11 Never Forget Mobile Exhibit and displaced ITT student assistance.
- Produced video and print ads for cost comparisons for Jefferson College vs for-profit institutions and four-year universities.
- Coordinated publicity and video recording for JCGA State of the County Address, Candidate Forums, and Legislative Wrap Up.
- Produced materials for 2017 MCCA Legislative Week visit in Jefferson City.
- Developed new institutional musical image/jingle "Jefferson College and You!"

FY 2018 Plans:

- Create effective enrollment marketing campaigns for college credit classes and workforce development courses.
- Assist Jefferson College Foundation with "Library Reimagined" capital campaign.
- Update www.jeffco.edu website homepage design and site navigation.
- Identify solutions to better reach students through enrollment marketing information to improve retention and persistence.
- Revise the mission and scope of video services provided via JCTV.
- Seek ways for expanded PR efforts throughout Jefferson County and region.

Jefferson College Foundation

The Mission of Jefferson College Foundation, Inc. is to “support the growth and development of Jefferson College in ways that are beneficial to its students, faculty, staff and facilities.”

FY 2017 Highlights:

- Contributed over \$380,000 in student scholarships.
- Provided \$6,938 in academic support.
- Supported the College with \$125,000 in Capital Improvements.
- Raised \$26,000 for the Annual Giving Campaign, doubling the Campus Fund Drive to 26%.
- Secured \$210,125 in Grant Funding from the Jefferson Memorial Community Foundation.
- Held special events netting approximately \$80,000 (Jazz & Jeans, Viking Classic Golf Tournament, Leader Holiday Dinner).
- Continued partnering with the Athletic Department including Baseball Alumni Golf Outing raising over \$3,500.
- Held board development opportunities including a board retreat with Board Builders.
- Collaborated with Stelter Consultants to update the Planned Giving portion of the website.

FY 2018 Plans:

- Obtain goal of \$1,500,000 for the Library Renovation Project.
- Increase Campus Fund Drive to 30% with overarching goal of 100%.
- Develop campus wide Viking Alumni Program.
- Continue board development activities.
- Continue campus tours with prospective donors.
- Increase donor base by seeking and securing donations from new supporters through board member referrals, President’s Community Meetings, social media announcements, and personal invitations to Foundation and campus events.

Office of the Vice President Finance & Administration

Business Office

The Business Office is responsible for all financial reporting, audits, payroll, budget preparation and general accounting for the College. Specific activities within the Business Office includes: deposits of cash receipts, billing and collection efforts on student accounts, processing accounts payable invoices, tracking of all grant revenues and expenditures and the procurement of equipment and supplies for all areas across campus.

FY 2017 Highlights:

- Received an unqualified audit opinion on FY16 Financial Statements from the independent auditors.
- Earned approximately 1.04% on the College's FY16 investment portfolio. Benchmark (1 year Treasury Note Moving Average) for FY17 was 0.25%.
- Maintained a net position ratio of 23% in the Current Unrestricted Fund for FY16 (excluding the effects of GASB 68, GASB 45 and the Title IV audit). Benchmark was 20-25%.
- Continued a process of streamlining chart of accounts and organizational restructuring to align internal financial reports with the College's operation.
- Assisted in the ongoing automation of the Payroll process (OASIS, Web Time Entry, Leave Time Entry, etc.).
- Assisted in ongoing Title IV Audit.
- Implemented credit card transactions and trained appropriate personnel for the Fine Arts theater productions to better serve the community and students.
- Maintained Purchase Card Industry-Data Security Standards requirements on credit card payments.
- Replaced four full-time staff employees due to the ERIP program.
- Implemented on-line housing deposit payments and the Adirondak Housing software to facilitate electronic billing charges.
- Implemented the NelNet Enterprise System software for student account billings, electronic payments and payment plans.
- Implemented direct deposit for student refunds.
- Conducted campus-wide training sessions for budget managers on the Banner system and Cognos reporting.

FY 2018 Plans:

- Receive an unqualified audit opinion on the FY17 Financial Statements from the independent auditors.
- Satisfactory completion of all audits by external entities.
- Update and improve internal financial reporting tools.
- Continue updating the Chart of Accounts to streamline future operations.

Business Office (continued)

- Maintain Purchase Card Industry-Data Security Standards requirements on credit card payments.
- Maximize the College's investment portfolio with the benchmark being the 1 year Treasury Note Moving Average.
- Conduct internal audits as necessary.
- Work with IT to develop other methods of automating current manual processes.
- Complete all external reporting required by statutes and HLC, DESE and other governmental and private agencies on time.

Information Technology

The Information Technology department provides students, faculty and staff with a reliable technology infrastructure that supports the student learning process, academic programs, and the administrative service functions of the College. This includes support for the college's student information systems, classroom and office technologies, wired and wireless networks, telecommunications, video surveillance, and business operations. The Information Technology department is committed to an exceptional quality of service.

FY 2017 Highlights:

- Implemented an on-line admission/application module.
- Created a Banner 9 test environment and preproduction virtual cluster for testing purposes.
- Created Purchase Card Industry policies to comply with new industry standards.
- Upgraded video surveillance system to enhance campus security.
- Upgraded Internet and WAN circuit to 1GB.
- Assisted with relocating and connecting technology services to areas displaced while the library is being remodeled.
- Developed COS online print order form and online supply requisition form.
- Installed cellular amplification in the Technology Center building.
- Upgraded network packetshaper, VmWare (version 6.0) and storage array/server cluster to support core IT services.
- Virtualized the database environment.
- Piloted Disaster Recovery services in the "cloud."

FY 2018 Plans:

- Continue to add cellular amplification to buildings on Hillsboro campus to upgrade campus security.
- Deploy MyJeffco v.2, realizing annual savings of \$30-\$45,000 by internally hosting software.
- Upgrade Wireless Network controllers.
- Provide IT services during the Library renovation project.
- Continue to enhance disaster recovery with cloud services.
- Enhance backup platform.
- Implement Perceptive Content document imaging system.
- Upgrade to Windows 10 and Office 2016 on all computers campus-wide.
- Begin upgrading of network switches.

Payroll Services

The Payroll Services office provides accurate and timely monthly payrolls for Jefferson College employees and meets reporting deadlines for all external vendors and agencies.

FY 2017 Highlights:

- Completed the setup and implemented electronic W-2's as an option for employees for tax year 2016.
- Began membership with Society for Human Resource Management (SHRM) in order to stay current on payroll industry trends, as well as rapidly changing laws and regulations.
- Attended various webinars to enhance payroll knowledge.
- Provided reporting on both a monthly and annual basis for all payroll informational requests from various sources such as Federal and State agencies, independent auditors and other departmental users.

FY 2018 Plans:

- Keep up with changes to the OASIS retirement software, as well as PSRS/PEERS, and make necessary changes to the reporting file.
- Attend professional development opportunities to stay current in the payroll field.
- Provide reporting on both a monthly and annual basis for all payroll informational requests from various sources such as Federal and State agencies, independent auditors and other departmental users.
- Update policies and procedures documentation for payroll processes.

Central Office Services

Central Office Services provides for the ongoing maintenance and care of the College's mail/shipping, office supply and copying needs. Mail services are provided through the use of first class mail, bulk mailing service and office delivery of mail. Office supplies are contracted through Office Depot and OfficeMax through an online ordering system. Only a few consumable supplies are kept in inventory. Delivery of office supplies is "just in time" to reduce inventory and provide prompt delivery.

FY 2017 Highlights:

- Changed our UPS pick-up service schedule from Daily Service to Smart Pick Up to save over \$700 per year.
- Outsourced Central Office Service printing services to the third party GFI Digital for cost saving measures. Developed an online print order form in collaboration with IT.
- Collaborated with the IT department to develop an online office supply requisitioning process to safeguard assets. This new electronic system contains an approval feature from budget managers, which in turn, strengthens internal controls and maintains fiscal responsibility.
- Reorganized stock specialty paper area and reduced stock level of paper we can get next day.
- Coordinated several large bulk mailings by sending 3rd class instead of 1st class, thereby saving over \$10,000.

FY 2018 Plans:

- Research potential cost savings on mail and shipping package services.
- Explore and collaborate with Procurement on supply contract for additional savings.
- Streamline and standardize supply inventory to achieve greater cost savings.
- Begin recycling boxes and packaging materials for greater cost savings.

Buildings and Grounds

Buildings and Grounds encompasses management of a number of support functions for the College, including all maintenance, custodial services and remodeling/new construction. Grass cutting is done on a contractual basis at all locations; custodial work is performed in-house at all locations. Buildings and Grounds staff provides support and monitoring of all construction and contracted maintenance projects for the College, as well as providing all maintenance support for buildings, equipment, and infrastructure at all locations.

FY 2017 Highlights:

- Managed the Automotive Technology Renovation and Fine Arts Theater Lighting projects.
- Managed Design-Build project for Fine Arts Theater Stage project.
- Remodeled temporary and permanent relocated spaces in preparation for the Library Renovation project and coordinated design and programming services for the project.
- Painted and power washed all instructional and administrative buildings on JC Hillsboro campus.
- Upgraded the Area Trade School building HVAC unit and the tie-in to Energy Management System for energy savings.
- Repaired the Field House electrical switchgear averting a \$200,000 additional emergency generator.
- Replaced ASI building roof.
- Continued ongoing upgrades to the Viking Woods Housing apartments.
- Performed deep cleaning/sanitation of doorknobs, handrails, elevator buttons, etc. to control effects of cold, flu, MRSA and other infections.

FY 2018 Plans:

- Oversee and manage the Library Renovation project.
- Oversee and manage the Nursing Simulation Lab Expansion project.
- Oversee and manage the renovations of the Child Development Center building and Field House locker room projects.
- Oversee and manage the installation of the Fine Art theater seating.
- Coordinate the relocation/remodel of Continuing Education and Workforce Development departments to the JCA campus.
- Develop a College preventative maintenance program.
- Continue Viking Woods Housing interior upgrades and exterior power washing/painting.
- Continue upgrades of exterior LED lighting for energy savings.
- Replace a 30-ton HVAC rooftop unit in the Student Center for the JC Café and tie-in to Energy Management System.
- Paint interiors of multiple buildings on all campuses.
- Repair asphalt on both JC Arnold and Hillsboro campuses.
- Seal and re-stripe parking lots on the back half of the JC Hillsboro campus.
- Secure professional cleaning services for exterior windows on campus.

Procurement

The Procurement area of the College is responsible for accountability and control of College purchases in order to ensure all transactions are conducted according to State and Federal regulations as well as within the Board of Trustees approved policies and procedures. All purchases over \$15,000 are required to be submitted to the Procurement Coordinator for a formal bid process.

FY 2017 Highlights:

- Implemented a procurement page on the Jefferson College website containing a list of projects open for bid as well as bid tabulations for past projects. This allows for increased transparency and the likelihood of a more competitive bidding process by permitting all vendors the opportunity to view all solicited bid projects.
- Created an RFP for potentially outsourcing the College's print shop. The results showed that it was to the advantage of the College to outsource printing services by saving \$5,000/year and updating all older equipment with new, more efficient machines.
- Created an RFP for the expiring campus bookstore contract. The bid results included an estimated \$144,000 additional revenue for the College based on securing a higher return on sales percentage than the previous contract.
- Created RFPs, conducted vendor meetings, and oversaw the bidding process on over 25 projects, an increase of over 50% from the past year. Major projects included: Fine Arts Theater Lighting, Baseball Field Bleachers, Seal and Re-Stripe Parking Lots, Paint and Power Wash Building Exteriors, A&S Building Roof Replacement, Annual Computer Replacement, Security Camera Upgrades, Carpet Replacement, Sidewalks and Concrete Work, Library Professional Moving Services, and Video Display Board.
- Increased the use of GovDeals, a governmental surplus auction website to achieve over \$10,000 in revenues. This is a significant 30-50% increase in revenues for unique and technological items compared to previous public surplus auctions held on campus.
- Implemented a Design/Build proposal process to save between \$8,000 and \$10,000 on architectural and engineering fees as well as a time saver for an RFQ process to hire an architect or engineer for the stage/orchestra pit project. This project came in approximately \$50,000 under budget.
- Managed and coordinated the Capital Project's Instructional and Non-Instructional Furniture purchases by assessing the needs of classrooms and faculty/staff offices. Budgets for these purchases were \$175,000 for Instructional and \$50,000 for Non-Instructional.

Procurement (continued)

FY 2018 Plans:

- Create an RFP and implement an on-call contractor-by-craft base to perform emergency and non-emergency repairs on campus at a reasonable and fair rate. This base of contractors will assist in reducing the costs for time, advertising, and the bidding paperwork process. It will also facilitate receiving emergency repairs at a reasonable and agreed upon cost, before an emergency occurs.
- Select and procure \$175,000 in new Library furnishings to compliment the new structure and incorporate the demand for increased individual study areas, collaborative areas, and technology. Re-using, re-purposing, and re-upholstering current furniture will be done where feasible to stay within the budget.
- Create an RFP for new Library shelving to meet new construction seismic requirements at an estimated cost of \$150,000.
- Create RFPs, conduct vendor meetings, and oversee the bidding process for 30 projects on the initial formal bidding list of projects over \$15,000.
- Set up an on-line vendor registration system to expand our vendor base for the competitive bidding process.

Campus Police Department

The essence of the Campus Police Department is to provide effective support, public assistance and a safe environment through safety awareness and law enforcement. The Jefferson College Police Department will respond to the changing needs and expectations of the campus community with an emphasis on sensitivity and understanding while providing service to the College.

FY 2017 Highlights:

- Trained employees in train-the-trainer continuing education programs to deliver programs for residents, staff, faculty, and guests.
- Collaborated with surrounding law enforcement agencies to identify additional training opportunities for combined response to weather, man-made, and critical events.
- Provided police officers at all campus events (theatre, athletics, Field House, Student Center) while working within the HR guidelines and limitations for part-time hours worked per week.
- Delivered lecture and interactive Intruder Training to all adjuncts during Orientation, August, 2016 and Certified/Classified Staff during Oct Faculty Work Day, Fall 2016.
- Achieved and maintained a 'full staffing' level, reducing uniform and training costs.
- Continued to maintain newly leased vehicles, assigning maintenance and care to specific officers to assign responsibility and accountability.
- Completed Clery Act Report per statutory guidelines.
- Completed 14 individualized safety/security checks of specific areas requested by personnel.

FY 2018 Plans:

- Transition away from the REJIS information system to the more cost effective and dynamic MULES information system for persons and vehicle information.
- Continue to develop opportunities to deliver safety and awareness programs on campus.
- Continue to work with the MO Police Chiefs Association to acquire a Live Scan fingerprint system at little or no cost.
- Finalize MOU's with local law enforcement for law enforcement responses and assistance if needed.
- Continue to develop MOUs with Hillsboro and Jefferson County Municipal courts to write tickets into their courts.
Work with the 1033 Program to acquire surplus property to offset budget needs.

Jefferson College Bookstore

The Jefferson College Bookstore is operated by Follett Higher Education Group of Oak Brook, IL. Total sales were down 5% year-over-year through February, 2017 (\$2.267 million in FY17 compared to \$2.385 million in FY16), primarily due to an enrollment decrease of 2%. However, due to the new renegotiated contract, commissions increased by \$100,000 during the same period (\$311,000 vs. \$211,000).

FY 2017 Highlights:

- Increased clothing sales by 55% by allowing up to \$150 to be charged per student through financial aid vouchers.
- Began selling nursing scrubs and nursing/vet tech kits to increase sales of supplies by 9%.
- Increased convenience sales by 9.5% by allowing students to charge up to \$150 in gas gift cards through financial aid vouchers.
- Continued to promote custom and loose-leaf textbooks to faculty as an affordable option for students and as a way to gain market share.
- Promoted price match and textbook rental as a cost savings for students.

FY 2018 Plans:

- Continue to market eBooks and textbook rentals, with an added emphasis on custom textbooks, to faculty and students as a cost savings; making student's education more affordable.
- Continue to promote price match and textbook rental as a cost savings to students with the help of the Jefferson College Marketing department.
- Use Facebook and Twitter to share information to students regarding sales and new merchandise arrivals.
- Implement Discover Access as a link in Blackboard for students to easily purchase textbooks.
- Pursue "kits" as a way to offer a savings to students and increase sales. Welding and ART 143 courses are in process of offering kits.
- Bid the Vet Tech scrub business.
- Pursue ways to increase the Missouri Baptist textbook business for those classes offered on the Jefferson College campuses. Develop plans to email messages to Missouri Baptist students for using financial aid funds at the Jefferson College Bookstore.

Food Service Consultants

Food Service Consultants of St. Louis, MO operates the College's food service concession. This includes the Viking Café in the Student Center and the snack bar in the CTE building. Food Service Consultants also operates the vending concession at all campus sites. Food Service Consultants is in its twelfth year of service to Jefferson College, having renewed our contract in May 2014.

The total sales for the food service, vending and catering operations for year-to-date February 2017 is \$262,367, which is slightly less than the same period last year at \$278,455. This is still somewhat encouraging news given the fact that we continue to experience a difficult economy, and that there are fewer on-campus students this year. The snack bar continues to be the leader for foodservice, with more classes being offered in the CTE building. The snack bar sales alone are higher by \$10,000 over last year, an increasing number of students choose to eat at the snack bar for convenience. We are fortunate to have a very good relationship with the students, faculty and staff which helps to maintain our sales.

FY 2017 Highlights:

- Continued to expand the new concept "The Brio" in the Viking Café featuring freshly cooked-to-order lunch entrees.
- Continued to offer different "Value Meals" at a lower price, which has been well received by students.
- Expanded the variety of menu offerings at both the Viking Café and Snack Bar.
- Continued our partnership with the Follett Bookstore to offer freshly made salads, sandwiches, wraps, etc. at JCA.
- Added additional credit card readers on several soda vending machines both at the Hillsboro and Arnold campuses.
- Recently added new "Hello Goodness" vending machines featuring a new healthy options program from Pepsi.

FY 2018 Plans:

- Continue to offer "healthier" food options and use less processed foods.
- Continue to offer and promote the availability of gluten-free, sugar-free and other special dietary needs menu items.
- Conduct a Focus Group study to obtain feedback and suggestions to improve food service on campus.
- Work on maximizing sales and reducing operating costs as we prepare for the 2018 – 2019 academic year.

Personnel Payroll Detail

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
CURRENT UNRESTRICTED FUNDS		
<u>ARTS & SCIENCES DIVISION</u>		
<u>Vice President of Instruction Office</u>		
Vice President of Instruction	501	\$122,175
Admin Assistant - Vice President of Instruction	505	38,902
<u>Dean of Arts & Science Office</u>		
Dean-Arts & Sciences	650	\$105,947
Division Chair - Communication & Fine Arts	750	87,596
Division Chair - Math & Science	725	85,026
Division Chair - Social Science & Business	700	86,301
Division Secretary - Math & Science	655	30,576
Division Secretary - Social Science & Business	503	38,792
Admin Assistant - Dean of Arts & Sciences	504	40,706
Division Secretary - Communication & Fine Arts	506	32,469
PT Evening Switchboard Operator	656	9,144
PT Evening Switchboard Operator	657	10,052
<u>Faculty Arts & Sciences</u>		
<u>Communication & Fine Arts Division</u>		
Faculty - Music (Vacant)	751	\$0
Professor-Spanish	752	61,263
Assistant Professor-English	753	50,049
Instructor-Philosophy	754	46,685
Professor-English	755	69,832
Associate Professor-English	756	54,678
Assistant Professor-English	757	47,785
Associate Professor-Music	758	55,622
Professor-Art	759	76,413
Faculty-Speech & Drama (Vacant)	760	0
Professor-English	761	73,071
Associate Professor-Communications & Theatre	762	55,325
Professor-English	763	68,862
Assistant Professor-Music	764	49,167
Professor-Communications & Theatre	765	68,524
Associate Professor-English	530	50,685

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>Faculty Arts & Sciences (continued)</u>		
Professor-English	766	\$67,176
Associate Professor-Art	767	53,068
Assistant Professor-Reading	768	53,379
PT-Theater Tech Manager	769	11,400
 <u>Math & Science Division</u>		
Associate Professor-Mathematics	724	\$62,362
Professor-Mathematics	726	65,049
Associate Professor-Mathematics	727	53,845
Professor-Mathematics	728	66,775
Faculty-Biology	729	48,000
Professor-Mathematics	730	76,003
Assistant Professor-Biology	731	46,686
Faculty-Mathematics	732	48,000
Professor-Biology	733	73,461
Associate Professor-Anatomy & Physiology	734	60,417
Instructor-Physical Science	735	49,659
Professor-Chemistry	736	72,129
Assistant Professor-Physics	737	56,494
Biology Lab Instructor	738	42,475
Physical Science Lab Instructor	739	42,475
Professor-Biology	740	67,176
Associate Professor-Biology	741	59,662
Associate Professor-Mathematics	742	54,865
Science Lab Instructor	743	45,603
Associate Professor-Chemistry	744	50,973

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>Faculty Arts & Sciences (continued)</u>		
<u>Social Sciences & Business Division</u>		
Assistant Professor-Business Administration	558	\$53,239
Professor-Business Administration	559	69,466
Professor-History	701	73,642
Professor-Psychology	702	71,054
Professor-History	704	71,163
Professor-Psychology	705	61,108
Professor-Political Science	706	59,023
Faculty-PE (Vacant)	707	0
Professor-History	708	77,254
Associate Professor PE/Head Volleyball Coach	709	50,673
Instructor-Economics	710	46,079
Assistant Professor-Sociology	711	51,984
Faculty-Early Childhood Education (Vacant)	712	0
Faculty-Teacher Ed (Vacant)	713	0
Professor-Teacher Education	715	65,578
Instructor-Psychology	716	48,225
Associate Professor-Criminal Justice	630	64,057
Associate Professor-College Studies	717	56,537
<u>Instructional Effectiveness & Strategic Planning</u>		
Director-Instructional Effectiveness & Strategic Planning	107	\$79,870
Application Developer-Instructional Effectiveness & Strategic Planning	106	52,194
PT Secretary-Instructional Effectiveness & Strategic Planning	507	13,557

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>CAREER-TECHNICAL EDUCATION DIVISION</u>		
<u>Dean of Career & Technical Education Office</u>		
Dean-Career & Technical Education	510	\$105,947
Admin. Assistant-Dean Career/Tech Education	515	38,334
Secretary Division Chair - Business & Tech Education	516	30,576
Division Chair - Business & Tech Education (95% funded w/ 5% MOSTEMWins funded)	520	83,216
<u>Business & Community Development</u>		
Director - Business & Community Development	860	\$82,768
Workforce Develop Custom Training Coord (70% funded w/ 30% OJT Youth funded)	861	32,902
Secretary - Continuing Education & Community Development	841	35,485
<u>Business & Technical Education Division</u>		
Faculty-Business Information Technology (Vacant)	551	\$0
Assistant Professor-Business Management	552	50,669
Faculty-Business (Vacant)	553	0
Professor-Business Management	556	74,314
Faculty-BIT (Vacant)	557	0
Faculty-CIS (Vacant)	560	0
Assistant Professor-CIS	563	53,493
Faculty-BIT (Vacant)	564	0
Professor-CIS	565	68,641
Faculty-CIS (Vacant)	569	0
Assistant Professor-HVAC	523	58,030
Faculty-Machine Tool (Vacant)	526	0
Instructor-Automotive Tech	527	49,475
Faculty-Electronics (Vacant)	528	0
Faculty-HVAC (Vacant)	529	0
Professor-Automotive Tech	532	69,999
Associate Professor-Welding	596	66,210

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>Health Occupations Division</u>		
Assistant Professor-Health Information Technologies	554	\$51,239
OTA Program Director/Assistant Professor	646	75,256
Div Chair-Health Occupations Programs (95% funded w/ 5% MOSTEMWins funds)	580	85,731
Academic Coordinator Clin Ed/Assistant Professor-PTA	642	68,464
PTA Program Director/Assistant Prof	643	76,786
OTA Fieldwork Coord/Assistant Professor	647	64,708
Program Director/Assistant Prof-Rad Tech	648	75,253
Clinical Coord/Assistant Prof-Rad Tech	649	70,146
Secretary-Health Occupations Programs	517	29,682
Health Professions Tutor & Resource Lab Coord (50% funded w/ 50% MOSTEMWins)	514	24,360
<u>Nursing Division</u>		
Director-Nursing	602	\$87,237
Secretary-Nursing	603	29,682
Faculty Nursing (Vacant)	604	0
Faculty Nursing (Vacant)	605	0
Faculty Nursing (Vacant)	606	0
Faculty Nursing (Vacant)	607	0
Assistant Professor-Nursing	608	61,602
Assistant Professor-Nursing	609	61,763
Assistant Professor-Nursing	610	52,022
Assistant Professor-Nursing	611	52,179
Faculty Nursing (Vacant)	612	0
Secretary-Nursing	613	30,576
Assistant Professor-Nursing	614	48,990
Assistant Professor-Nursing	615	53,292
Assistant Professor-Nursing	616	69,499
Nursing Clinical Coordinator	618	52,794
<u>Veterinary Technology Division</u>		
Associate Professor-Veterinary Tech	624	\$58,095
Director-Veterinary Technology	625	63,504
Professor-Veterinary Tech	626	78,098

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>Public Safety Programs</u>		
Director-Public Safety Programs	600	\$75,695
Off-Campus Office Specialist - JCI	601	30,576
Assistant Professor-Law Enforcement Academy	628	52,022
Assistant Professor-EMT	640	64,793
Assistant Professor-EMT	641	53,008
 <u>Area Technical School</u>		
Director of ATS	581	\$92,971
Secretary-ATS	582	29,682
Professor-Culinary Arts-ATS	583	73,508
Associate Professor-Building Repair Technology-ATS	585	62,948
Associate Professor-Metal Fab-ATS	586	66,072
Instructor-Bldg Trades-ATS	589	78,752
Professor-Health & Occupations-ATS	590	75,484
Professor-Building Trades-ATS	597	53,381
Accountability Clerk	598	32,947
Assistant Professor-Biomedical Science-ATS	599	56,014
Associate Professor-CIS-ATS	562	57,623
Assistant Professor-Biomedical Science-ATS	577	55,187
Faculty-Early Childhood Education	714	52,000
Half-Time Faculty-ATS Fire Science	578	27,081
Half-Time Faculty-ATS Business Management	579	24,426

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>LEARNING RESOURCES</u>		
<u>Library Services</u>		
Director - Library Services	665	\$65,816
Library Specialist	666	30,118
Assistant Director-Library Services	667	54,390
Access Services Librarian	668	40,497
PT Library Assistant	670	15,312
PT Library Assistant	671	16,500
PT Library Assistant	672	18,000
PT Reference Librarian (Vacant)	673	0
Emerging Tech Librarian	674	40,497
PT Instruction & Reference Librarian	675	21,000
PT Reference Librarian (Vacant)	676	0
PT Library Computer Lab Assistant (Vacant)	677	0
<u>Online Education and Assessment</u>		
Sr. Director-Online Education and Assessment	690	\$100,156
Instructional Support Specialist	691	39,811
Instructional Designer	693	43,631
Instructional Design Assistant	912	27,352
PT Help Desk -ISAC	694	14,663
PT Help Desk -ISAC	910	14,663

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>Learning Center</u>		
Director-Learning Services	820	\$72,388
PT Learning Center Instructor	822	19,428
PT Learning Center Instructor	823	27,179
PT Learning Center Instructor	825	26,375
PT Learning Center Instructor (Vacant)	826	0
PT Learning Center Instructor	827	20,670
Learning Center/Assessment Services Office Assistant	830	35,485
PT Testing Supervisor	832	18,502
PT Testing Supervisor	833	15,542
PT Testing Supervisor-JCA	834	14,465
PT Testing Supervisor-JCA	835	16,017
Lead Testing Supervisor-JCA	836	31,512
Assessment Services Secretary	842	32,947
Disability Support Services Coordinator	837	44,950
Secretary - Disability Support Services	838	29,682
PT Testing Supervisor	839	10,494
PT DSS Academic Support Assistant	845	12,472
PT Testing Supervisor	870	10,182
PT Testing Supervisor (Vacant)	872	0
PT Testing Supervisor	873	19,068
PT Learning Center Instructor	874	11,244
PT Learning Center Instructor	875	9,922
PT Learning Center Instructor	876	12,402
PT Learning Center Instructor (Vacant)	877	0
PT Learning Center Instructor	878	15,709
Coordinator Testing & Peer Tutor Services	846	40,497

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>STUDENT SERVICES</u>		
<u>Vice President of Student Services Office</u>		
Vice President of Student Services	201	\$118,000
Admin Assistant-VP of Student Services	205	40,706
<u>Enrollment Services</u>		
Registrar	240	\$63,885
Director-Enrollment & Retention	270	66,404
Director-Enrollment Services	243	59,833
Enrollment Services Assistant	220	30,576
Enrollment Services Specialist	221	48,424
Enrollment Services Specialist	222	47,708
Enrollment Services Assistant	223	29,682
Enrollment Services Specialist	224	43,631
Enrollment Services Specialist	226	47,708
Enrollment Services Secretary	231	39,978
Secretary - Registrar	241	32,469
Enrollment Services Assistant	242	29,682
Information Analyst	244	39,309
Enrollment Services Support Assistant	245	38,064
Enrollment Services Assistant	261	31,990
Enrollment Services Specialist	271	21,816
Enrollment Services Specialist/Baseball Coach	272	44,950
Enrollment Services Specialist	275	62,372
Enrollment Services Specialist	276	43,631
Enrollment Services Specialist	278	47,708
Enrollment Services Specialist	279	44,285
PT Switchboard Operator	247	15,167
<u>Career Development</u>		
Employment Specialist	232	\$44,950

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>Student Financial Services</u>		
Director - Student Financial Services	250	\$65,816
Financial Aid Secretary	251	29,682
Financial Aid Asst. II	252	39,811
Financial Aid Asst. I	253	30,576
Financial Aid Rep I	254	40,497
Financial Aid Assistant I	256	31,512
Information Analyst	350	53,740
PT Financial Aid Clerk	255	12,441
<u>Behavioral Concerns and Student Conduct</u>		
Behavioral Concerns and Student Conduct Coordinator	274	\$48,001
<u>Athletics</u>		
Director of Athletics	680	\$70,265
Student Athlete Success Coordinator	277	43,631
Pool Staff	681	39,899
Fieldhouse Coordinator	684	47,000
Secretary - Athletic Director	685	35,485
Athletic Trainer	686	46,308
<u>Child Development Center</u>		
Director - Child Development Center	210	\$53,586
Curriculum Coordinator	211	39,899
Lead Teacher	213	30,576
Lead Teacher	214	30,576
Lead Teacher	215	31,990
Lead Teacher	216	29,682
PT Lead Teacher	217	21,968
Lead Teacher	218	29,682
<u>Jefferson College - Arnold</u>		
Enrollment Services Specialist-JCA	814	\$50,945
Enrollment Services Assistant-JCA	811	29,682
Enrollment Services Assistant-JCA	812	32,947
PT Enrollment Services Assistant -JCA	813	13,557

**PERSONNEL ASSIGNMENTS AND SALARIES
2017-18**

POSITION	PIN	SALARY
<u>OFFICE OF THE PRESIDENT</u>		
<u>President's Office</u>		
President	001	\$217,889
Administrative Assistant to the President	003	57,897
<u>Development</u>		
Executive Director of Development	108	\$78,464
Development Assistant	109	33,280
<u>Public Relations & Marketing</u>		
Director - Public Relations & Marketing	110	\$84,772
Sr. Graphic Designer	113	50,637
Admin Assistant-VP of Finance & Administration (25% with 75% to Business Office)	305	9,443
Webmaster-Digital Marketing Coordinator	353	44,285
Graphic Designer	115	44,282
Media Specialist	661	43,631
PT Theatre/Instructional Technology Tech	911	18,375
<u>Human Resources</u>		
Director-HR	330	\$85,798
Secretary-HR	331	29,682
HR Specialist	332	44,950
PT HR Office Assistant	333	13,557

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>OFFICE of the VICE PRESIDENT of FINANCE & ADMINISTRATION</u>		
<u>Business Office</u>		
Vice President of Finance & Administration	301	\$135,578
Admin Assistant-VP of Finance & Administration (75% with 25% to Public Relations)	305	28,330
Controller	370	125,195
Procurement Coordinator	371	49,451
Payroll Manager	372	49,451
Accounts Payable Specialist	373	33,280
Accountant	374	52,168
Cashier	375	30,576
Account Clerk	376	30,576
Cashier	377	34,445
Accounting Specialist	378	38,792
Director of Financial Records / Internal Auditor	381	70,479
Student Account Specialist	382	29,682
Payroll Specialist	384	47,000
Assistant Controller	385	65,816
<u>Central Office Services</u>		
Mail & Purchasing Specialist	311	\$38,064
PT Mail Clerk	313	9,906

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>Operations and Maintenance</u>		
Director - Building & Grounds	390	\$74,576
Supervisor-Bldg Services	391	47,003
Bldg Services Tech III	393	26,936
Bldg Services Tech III	394	27,352
Bldg Services Tech IV	395	31,990
Bldg Services Tech III	396	26,541
Bldg Services Tech (Vacant)	397	0
Bldg Services Tech III	399	28,600
Bldg Services Tech (Vacant)	400	0
Bldg Services Tech III	401	26,936
Bldg Services Tech III	402	26,541
Bldg Services Tech III	403	39,083
Bldg Services Tech III	404	28,184
Bldg Services Tech III	405	27,352
Bldg Services Tech III	406	31,741
PT Bldg Services Tech	407	8,128
Building Services Tech III	416	27,352
PT Bldg Services Tech III-JCA	417	11,560
Maintenance Tech II	421	38,626
Maintenance Tech IV	422	42,370
Maintenance Tech III	423	37,211
Maintenance Tech IV	425	42,994
Maintenance Tech II	426	35,859
Maintenance Tech IV	427	41,746
Maintenance Tech II	432	33,280
Maintenance Tech II	433	33,779
Building & Grounds Tech-II JCA	434	35,859
Building & Grounds Tech I-JCA	431	30,118
Secretary-Bldg & Grounds	440	31,512

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>Campus Police</u>		
Campus Police Supervisor	428	\$49,451
Campus Police Officer	429	30,576
Campus Police Officer	430	35,485
Campus Police Officer	435	30,576
Campus Police Officer	436	29,682
Campus Police Officer	437	30,118
Campus Police Officer	438	29,682
PT Campus Police Officer	439	18,346
Campus Police Officer	442	30,576
PT Campus Police Officer	443	17,809
Off-Campus Office Specialist I-JCI	818	30,118
<u>Information Technology</u>		
Sr. Director of Information Technology	344	\$101,659
Database Administrator	114	59,833
Manager-Software Development	340	75,253
Systems Analyst	342	40,497
IT Analyst	343	55,206
User Services Coordinator	345	40,581
Computer Support Specialist (Vacant)	348	0
Computer Technician	349	30,118
Sr. Network Analyst II	351	52,794
Senior Applications Developer	352	68,411
Applications Developer	354	65,030
Systems Analyst	355	40,497
Computer Technician	695	30,576
Computer Technician	696	30,576
Computer Technician	697	29,682
Computer Support Specialist	698	39,499
PT Computer Lab Assistant	699	13,150

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
RESTRICTED FUNDS		
<u>Carl Perkins Funds</u>		
Assistant Professor-Applied Math-ATS	587	\$50,599
Professor-Applied Communications-ATS	588	71,739
Instructor-Applied Communications-ATS	591	51,223
Instructor-CIM	525	46,467
Assistant Professor-Health Info Technology	555	50,283
Instructor-Culinary Arts	536	45,560
ATS Career Placement & Assessment Coordinator	576	48,001
<u>Trio Grant Funds</u>		
Director - Student Support Services	280	\$59,833
Secretary-Student Support Services	281	30,118
Academic Skills Coordinator	282	54,071
Student Support Coordinator	283	42,198
<u>OJTA Funds</u>		
Workforce Develop/Custom Training Coord (30% funded w/ 70% Unrestricted funded)	861	\$14,101
Youth Services Specialist	854	37,211
<u>Viking Woods Funds</u>		
Director - Residential & Student Life	360	\$54,390
Assistant Director - Residential & Student Life	361	39,899
Maintenance Tech III - Student Housing	362	37,773
PT Secretary-Residential & Student Life	683	17,226
<u>MOSTEMWins</u>		
TAACCCT Grant Health Professions Navigator	512	\$21,816
Health Professions Tutor & Resource Lab Coord (50% funded w/ 50% Unrestricted)	514	24,360
TAACCCT Grant Project Manager	518	49,451
TAACCT Grant ETC Navigator	519	21,816
Division Chair - Business & Tech Education (5% funded w/ 95% Unrestricted funded)	520	4,380
Instructor-Bio Med Electronics	521	0
Faculty-Auto Elec Control Systems (Vacant)	524	0
Div Chair-Health Occupations Prgm (5% funded with 95% Unrestricted funded)	580	4,512
Data Specialist - TAACCT Grant	573	48,001

PERSONNEL ASSIGNMENTS AND SALARIES
2017-18

POSITION	PIN	SALARY
<u>Adult Basic Education</u>		
AEL Lead Instructor	855	\$43,631
PT AEL Instructional Assistant I	853	10,744
PT AEL Instructional Assistant II	856	12,010
PT AEL Instructor	857	26,583
PT AEL Instructor (Vacant)	858	0
PT AEL Instructor	859	17,416
PT AEL Instructor (Vacant)	862	0
PT AEL Instructor	863	5,581
PT AEL Instructor	864	17,673
PT AEL Instructor	865	11,162
PT AEL Instructor	866	17,160
PT AEL Instructor	867	9,302
PT AEL Instructor	868	17,673
PT AEL Instructor	869	11,162

Schedule of Indebtedness

**Jefferson College
Schedule of Indebtedness
Principal & Interest**

Leasehold Revenue Bonds - Series 2005

Year	Principal	Interest	Total
2017	\$ 437,246	\$ 164,394	\$ 601,640
2018	454,063	147,577	601,640
2019	471,527	130,113	601,640
2020	489,663	111,977	601,640
2021	508,497	93,143	601,640
2022-2025	<u>2,187,095</u>	<u>169,329</u>	<u>2,356,424</u>
Total	<u>\$ 4,548,091</u>	<u>\$ 816,533</u>	<u>\$ 5,364,624</u>

Leasehold Revenue Bonds - Series 2015

Year	Principal	Interest	Total
2017	\$ 430,000	\$ 61,510	\$ 491,510
2018	430,000	57,425	487,425
2019	440,000	51,405	491,405
2020	440,000	43,705	483,705
2021	455,000	34,905	489,905
2022-2025	<u>905,000</u>	<u>37,635</u>	<u>942,635</u>
Total	<u>\$ 3,100,000</u>	<u>\$ 286,585</u>	<u>\$ 3,386,585</u>

**Economic Recovery Zone Certificates
of Participation - Series 2010**

Year	Principal	Interest	Total
2017	\$ 575,000	\$ 191,428	\$ 766,428
2018	590,000	165,553	755,553
2019	605,000	137,527	742,527
2020	620,000	107,277	727,277
2021	245,000	75,038	320,038
2022-2025	<u>1,060,000</u>	<u>155,250</u>	<u>1,215,250</u>
Total	<u>\$ 3,695,000</u>	<u>\$ 832,073</u>	<u>\$ 4,527,073</u>

Capital Lease

Year	Principal	Interest	Total
2017	\$ 24,284	\$ 4,191	\$ 28,475
2018	25,607	2,867	28,474
2019	<u>27,003</u>	<u>1,472</u>	<u>28,475</u>
Total	<u>\$ 76,894</u>	<u>\$ 8,530</u>	<u>\$ 85,424</u>

Assessed Valuation & Tax Levy

Jefferson College
Assessed Valuation and Tax Levy

Assessed Valuation

Calendar Year		Real Property	Personal Property	Total	Percentage Increase
2011	\$	2,254,139,251	\$ 662,108,290	\$ 2,916,247,541	2.85%
2012	\$	2,265,229,429	\$ 645,286,149	\$ 2,910,515,578	-0.20%
2013	\$	2,284,944,177	\$ 630,011,807	\$ 2,914,955,984	0.15%
2014	\$	2,305,050,670	\$ 605,599,043	\$ 2,910,649,713	-0.15%
2015	\$	2,374,046,868	\$ 604,476,276	\$ 2,978,523,144	2.33%
2016	\$	2,384,605,932	\$ 644,821,385	\$ 3,029,427,317	1.71%
2017	\$	2,384,605,932	\$ 644,821,385	\$ 3,029,427,317	0.00% (*)

Tax Levy

(Per \$100 of Assessed Valuation)

Fiscal Year	Current Unrestricted	Unrestricted Plant	Capital Projects	Total Tax Levy
2012	0.2562	0.03	0.05	0.3362
2013	0.2586	0.03	0.05	0.3386
2014	0.2602	0.03	0.05	0.3402
2015	0.2636	0.03	0.05	0.3436
2016	0.2602	0.03	0.05	0.3402
2017	0.2606	0.03	0.05	0.3406
2018	0.2606	0.03	0.05	0.3406 (*)

(*) Estimated